

Business Retention & Development Committee

**Monday, February 3, 2020
Library Meeting Room
951 Spruce Street, Louisville, CO 80027
8:00 AM**

- I. Call to Order
- II. Roll Call
- III. Approval of December 2, 2019 Minutes
- IV. Approval of Agenda
- V. Public Comments on Items Not on the Agenda
- VI. Business Matters of Committee
 1. 2020 Open Governments and Ethics Handbook (Information Only)
 2. Posting Notices of Public Meetings
 3. Election of Officers
 4. Discussion- Local Licensing Authority Overview
 5. Discussion- Business Retention Report and Retention Visit Structure
 6. Discussion- 2020 BRaD Meeting Work Plan
 7. Discussion- 2020 Business Forum
- VII. Reports from Committee Members
- VIII. Items for Next Meeting: March 2, 2020
 - Q2 2020 Retention Visits
 - Business Satisfaction Survey
 - Annual Dinner Meeting with City Council: April 28, 2020 @ 5:30 PM
- IX. Adjourn

***City Council
Business Retention and
Development Committee
Meeting Minutes***

**December 2, 2019
Library Meeting Room
951 Spruce Street
Louisville, CO 80027**

I. CALL TO ORDER –The meeting was called to order by Committee President Oberholzer at 8:02 AM in the Library Meeting Room at the Louisville Public Library, 951 Spruce Street, Louisville, Colorado 80027. Meeting start was delayed until a quorum of members of the Committee had arrived.

II. ROLL CALL – The following members were present:

Committee Members Present:

Nicole Mansour
Steve Erickson
Scott Reichenberg
Mark Oberholzer
Shelley Angell

Absent Members: Darryl LaRue, Todd Budin

Staff Present: Megan Pierce, Economic Vitality Director
Heather Balser, City Manager
Rob Zuccaro, Director – Planning & Building Safety Director

Others Present: Laura Levesque-Catalano – Sustainability Advisory Board,
Mike Kransdorf, Abby Zuccaro

MEETING WAS CALLED TO ORDER BY COMMITTEE PRESIDENT OBERHOLZER

III. APPROVAL OF OCTOBER 7, 2019 MINUTES – On proper motion, the Committee approved the BRaD Committee minutes of October 7, 2019.

IV. APPROVAL OF AGENDA – Approved.

V. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA: None

VI. BUSINESS MATTERS OF THE COMMITTEE:

1. **Retention Visits:** Committee President Oberholzer provided the Committee with an update regarding the BRaD business retention visit to Fresca Foods. Highlights of the visit:
 - Met with CFO, COO, and others
 - Fresca manufacturers / creates new food products for third parties
 - Fresca generally happy with interactions with City
 - Did mention lack of affordable housing and convenient public transportation for employees
 - Did note that Fresca frequently pulls building permits because each new product requires a new production line which triggers a new building permit application.
 - Building permits sometimes take longer than projected timeline which delays production.
 - Suggest City consider a permit pre-flight process which expedites permits for those companies / property owners that have recurring permit pull history and demonstrated experience conducting regular building modification such as modifying production lines

Laura Levesque-Catalano noted that another business – Forge Nano – may be looking for another area / city to conduct business. City staff stated they would reach out to this business as follow up.

2. **2016 Louisville Citizen Survey:** City Manager Balser provided background on the pending 2020 Citizen Survey, inviting the Committee to provide comments / suggestions on the questions / topics to be covered by the survey (send comments to Megan Pierce).
3. **2019 Street Faire Update.** City Manager Balser provided a review of the 2019 Street Faire, noting that this was the first year that the Faire did not generate a profit, requiring the City to cover the shortfall. Council approved a 2020 budget funding selection of larger / more popular bands. Discussion ensued, including anecdotal evidence that the later band start fostered more dinner traffic prior to band start.
4. **2019 City Council Work Plan.** City Manager Balser outlined schedule for the coming 2020 work plan, noting City Council would be having a work session on the 2020 Work Plan at the Tuesday Dec 10 Council meeting.

- VII. Council Liaison Update.** City Manager Balser noted that the City Council decided to not appoint Council liaisons to BRaD, choosing to let BRaD work without possible

influence by Council members. Manager Balser noted that Council decided to reinstate annual dinner meetings with City boards and committees as an alternative opportunity to meet with committee members. The Committee discussed revisiting the topic of regular BRaD Committee presentations to Council.

VIII. EV Report and BRaD Mission and Vision. None (EV Director Pierce having just started).

IX. REPORTS FROM COMMITTEE MEMBERS: Committee President Oberholzer noted that he spoke at a recent Council meeting regarding the policy of BRaD regarding City tools for business, specifically that BRaD supports use of tools (TIF, BAP, etc) for business expansion / vitality but BRaD does not express an opinion on any specific request for City assistance. Mr. Oberholzer also noted that TILT received City Council approval of its BAP request.

Committee Vice President Angel announced that this would be her final BRaD meeting after serving 15 years.

Committee member Reichenberg announced that this would be his final meeting as well after serving 10 years.

X. POTENTIAL DISCUSSION ITEMS FOR NEXT MEETING.

1. Next Meeting: After discussion, the Committee scheduled its next meeting for Monday, February 3, 2020.

2. Discussion Topics:

- i. New Committee member introductions
- ii. Retention Visit update
- iii. Business Forum – topic and date
- iv. Discussion topics / Work Plan for 2020
- v. Louisville Local Licensing Authority – presentation
- vi. How stay up to date on pending water tap / other fee increases
 - Provide comprehensive listing / review of Louisville fees and comparison to other communities

XI. ADJOURN – The Committee adjourned at 9:25 am.

City of Louisville Open Government & Ethics Pamphlet 2020



City Clerk's Office
749 Main Street
Louisville CO 80027

www.LouisvilleCO.gov
303.335.4536

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Participation in Government

The City of Louisville encourages citizen involvement and participation in its public policy process. There are many opportunities for citizens to be informed about and participate in City activities and decisions. All meetings of City Council, as well as meetings of appointed Boards and Commissions, are open to the public and include an opportunity for public comments on items not on the agenda. No action or substantive discussion on an item may take place unless that item has been specifically listed as an agenda item for a regular or special meeting. Some opportunities for you to participate include:

Reading and inquiring about City Council activities and agenda items, and attending and speaking on topics of interest at public meetings

City Council Meetings:

- Regular meetings are generally held on the first and third Tuesdays of each month at 7:00 PM in the City Council Chambers, located on the second floor of City Hall, 749 Main Street;
- Study sessions are generally held on the second and fourth Tuesdays of each month at 7:00 PM in the Library Meeting Room, located on the first floor of the Library, 951 Spruce Street;
- Regular meetings are broadcast live on Comcast Cable Channel 8 and copies of the meeting broadcasts are available on DVD in the City Manager's Office beginning the morning following the meeting;
- Regular meetings are broadcast live and archived for viewing on the City's website at www.LouisvilleCO.gov.
- Special meetings may be held occasionally on specific topics. Agendas are posted a minimum of 48 hours prior to the meeting.

Meeting agendas for all City Council meetings, other than special meetings, are posted a minimum of 72 hours prior to the meeting at the following locations:

- City Hall, 749 Main Street
- Police Department/Municipal Court, 992 West Via Appia
- Recreation/Senior Center, 900 West Via Appia
- Louisville Public Library, 951 Spruce Street
- City website at www.LouisvilleCO.gov

Meeting packets with all agenda-related materials are available 72 hours prior to each meeting and may be found at these locations:

- Louisville Public Library Reference Area, 951 Spruce Street,
- City Clerk's Office, City Hall, 749 Main Street,
- City website at www.LouisvilleCO.gov

You may receive eNotifications of City Council news as well as meeting agendas and summaries of City Council actions. Visit the City's website (www.LouisvilleCO.gov) and look for the eNotification link to register.

After they are approved by the City Council, meeting minutes of all regular and special meetings are available in the City Clerk's office and on the City's website (www.LouisvilleCO.gov).

Information about City activities and projects, as well as City Council decisions, is included in the *Community Update* newsletter, mailed to all City residents and businesses. Information is also often included in the monthly utility bills mailed to City residents.

Communicating Directly with the Mayor and City Council Members

Contact information for the Mayor and City Council members is available at www.LouisvilleCO.gov, as well as at City Hall, the Louisville Public Library, and the Recreation/Senior Center. You may email the Mayor and City Council as a group at CityCouncil@LouisvilleCO.gov.

Mayor's Town Meetings and City Council Ward Meetings are scheduled periodically. These are informal meetings at which all residents, points of view, and issues are welcome. These meetings are advertised at City facilities and on the City's website (www.LouisvilleCO.gov).

Mayor or City Council Elections

City Council members are elected from three Wards within the City and serve staggered four-year terms. There are two Council representatives from each ward. The mayor is elected at-large and serves a four-year term. City Council elections are held in November of odd-numbered years. For information about City elections, including running for City Council, please contact the City Clerk's Office, first floor City Hall, 749 Main Street, or call 303.335.4571.

Serving as an Appointed Member on a City Board or Commission

The City Council makes Board and Commission appointments annually. Some of the City's Boards and Commissions are advisory, others have some decision-making powers. The City Council refers questions and issues to these appointed officials for input and advice. (Please note the Youth Advisory Board has a separate appointment process.) The City's Boards and Commissions are:

- Board of Adjustment
- Building Code Board of Appeals
- Cultural Council
- Historic Preservation Commission
- Historical Commission
- Housing Authority
- Library Board of Trustees
- Local Licensing Authority

- Open Space Advisory Board
- Parks & Public Landscaping Advisory Board
- Planning Commission
- Recreation Advisory Board
- Revitalization Commission
- Sustainability Advisory Board
- Youth Advisory Board

Information about boards, as well as meeting agendas and schedules for each board, is available on the City's web-site (www.LouisvilleCO.gov).

Agendas for all Board and Commission meetings are posted a minimum of 72 hours prior to each meeting and are posted at these locations:

- City Hall, 749 Main Street
- Police Department/Municipal Court, 992 West Via Appia
- Recreation/Senior Center, 900 West Via Appia
- Louisville Public Library, 951 Spruce Street
- City web site at www.LouisvilleCO.gov

Copies of complete meeting packets containing all agenda-related materials are available at least 72 hours prior to each meeting and may be found at the following locations:

- Louisville Public Library Reference Area, 951 Spruce Street,
- City Clerk's Office, City Hall, 749 Main Street
- City web site at www.LouisvilleCO.gov

Planning Commission

The Planning Commission evaluates land use proposals against zoning laws and holds public hearings as outlined in City codes. Following a public hearing, the Commission recommends, through a resolution, that the City Council accept or reject a proposal.

- Regular Planning Commission meetings are held at 6:30 PM on the second Thursday of each month. Overflow meetings are scheduled for 6:30 PM on the 4th Thursday of the month as needed, and occasionally Study Sessions are held.
- Regular meetings are broadcast live on Comcast Channel 8 and archived for viewing on the City's web-site (www.LouisvilleCO.gov).

Open Government Training

All City Council members and members of a permanent Board or Commission are required to participate in at least one City-sponsored open government-related seminar, workshop, or other training program at least once every two years.

Open Meetings

The City follows the Colorado Open Meetings Law ("Sunshine Law") as well as additional open meet-

ings requirements found in the City's Home Rule Charter. These rules and practices apply to the City Council and appointed Boards and Commissions (referred to as a "public body" for ease of reference). Important open meetings rules and practices include the following:

Regular Meetings

All meetings of three or more members of a public body (or a quorum, whichever is fewer) are open to the public.

All meetings of public bodies must be held in public buildings and public facilities accessible to all members of the public.

All meetings must be preceded by proper notice. Agendas and agenda-related materials are posted at least 72 hours in advance of the meeting at the following locations:

- City Hall, 749 Main Street
- Police Department/Municipal Court, 992 West Via Appia
- Recreation/Senior Center, 900 West Via Appia
- Louisville Public Library, 951 Spruce Street
- On the City web site at www.LouisvilleCO.gov

Study Sessions

Study sessions are also open to the public. However, study sessions have a limited purpose:

- Study sessions are to obtain information and discuss matters in a less formal atmosphere;
- No preliminary or final decision or action may be made or taken at any study session; further, full debate and deliberation of a matter is to be reserved for formal meetings; If a person believes in good faith that a study session is proceeding contrary to these limitations, he or she may submit a written objection. The presiding officer will then review the objection and determine how the study session should proceed.
- Like formal meetings, a written summary of each study session is prepared and is available on the City's website.

Executive Sessions

The City Charter also sets out specific procedures and limitations on the use of executive sessions. These rules, found in Article 5 of the Charter, are intended to further the City policy that the activities of City government be conducted in public to the greatest extent feasible, in order to assure public participation and enhance public accountability. The City's rules regarding executive sessions include the following:

Timing and Procedures

The City Council and City Boards and Commissions may hold an executive session only at a regular or special meeting.

No formal action of any type, and no informal or "straw" vote, may occur at any executive session. Rather, formal

actions, such as the adoption of a proposed policy, position, rule or other action, may only occur in open session.

Prior to holding an executive session, there must be a public announcement of the request and the legal authority for convening in closed session. There must be a detailed and specific statement as to the topics to be discussed and the reasons for requesting the session.

The request must be approved by a supermajority (two-thirds of the full Council, Board, or Commission). Prior to voting on the request, the clerk reads a statement of the rules pertaining to executive sessions. Once in executive session, the limitations on the session must be discussed and the propriety of the session confirmed. If there are objections and/or concerns over the propriety of the session, those are to be resolved in open session.

Once the session is over, an announcement is made of any procedures that will follow from the session.

Executive sessions are recorded, with access to those tapes limited as provided by state law. Those state laws allow a judge to review the propriety of a session if in a court filing it is shown that there is a reasonable belief that the executive session went beyond its permitted scope. Executive session records are not available outside of a court proceeding.

Authorized Topics

For City Council, an executive session may be held only for discussion of the following topics:

- Matters where the information being discussed is required to be kept confidential by federal or state law;
- Certain personnel matters relating to employees directly appointed by the Council, and other personnel matters only upon request of the City Manager or Mayor for informational purposes only;
- Consideration of water rights and real property acquisitions and dispositions, but only as to appraisals and other value estimates and strategy for the acquisition or disposition; and
- Consultation with an attorney representing the City with respect to pending litigation. This includes cases that are actually filed as well as situations where the person requesting the executive session believes in good faith that a lawsuit may result, and allows for discussion of settlement strategies.

The City's Boards and Commissions may only hold an executive session for consultation with its attorney regarding pending litigation.

Ethics

Ethics are the foundation of good government. Louisville has adopted its own Code of Ethics, which is found in the City Charter and which applies to elected officials, public body members, and employees. The Louisville Code of Ethics applies in addition to any higher standards

in state law. Louisville's position on ethics is perhaps best summarized in the following statement taken from the City Charter:

Those entrusted with positions in the City government must commit to adhering to the letter and spirit of the Code of Ethics. Only when the people are confident that those in positions of public responsibility are committed to high levels of ethical and moral conduct, will they have faith that their government is acting for the good of the public. This faith in the motives of officers, public body members, and employees is critical for a harmonious and trusting relationship between the City government and the people it serves.

The City's Code of Ethics (Sections 5-6 though 5-17 of the Charter) is summarized in the following paragraphs. While the focus is to provide a general overview of the rules, it is important to note that all persons subject to the Code of Ethics must strive to follow both the letter and the spirit of the Code, so as to avoid not only actual violations, but public perceptions of violations. Indeed, perceptions of violations can have the same negative impact on public trust as actual violations.

Conflicts of Interest

One of the most common ethical rules visited in the local government arena is the "conflict of interest rule." While some technical aspects of the rule are discussed below, the general rule under the Code of Ethics is that if a Council, Board, or Commission member has an "interest" that will be affected by his or her "official action," then there is a conflict of interest and the member must:

- Disclose the conflict, on the record and with particularity;
- Not participate in the discussion;
- Leave the room; and
- Not attempt to influence others.

An "interest" is a pecuniary, property, or commercial benefit, or any other benefit the primary significance of which is economic gain or the avoidance of economic loss. However, an "interest" does not include any matter conferring similar benefits on all property or persons similarly situated. (Therefore, a City Council member is not prohibited from voting on a sales tax increase or decrease if the member's only interest is that he or she, like other residents, will be subject to the higher or lower tax.) Additionally, an "interest" does not include a stock interest of less than one percent of the company's outstanding shares.

The Code of Ethics extends the concept of prohibited interest to persons or entities with whom the member is associated. In particular, an interest of the following persons and entities is also an interest of the member: relatives (including persons related by blood or marriage to certain

degrees, and others); a business in which the member is an officer, director, employee, partner, principal, member, or owner; and a business in which member owns more than one percent of outstanding shares.

The concept of an interest in a business applies to profit and nonprofit corporations, and applies in situations in which the official action would affect a business competitor. Additionally, an interest is deemed to continue for one year after the interest has ceased. Finally, “official action” for purposes of the conflict of interest rule, includes not only legislative actions, but also administrative actions and “quasi-judicial” proceedings where the entity is acting like a judge in applying rules to the specific rights of individuals (such as a variance request or liquor license). Thus, the conflict rules apply essentially to all types of actions a member may take.

Contracts

In addition to its purchasing policies and other rules intended to secure contracts that are in the best interest of the City, the Code of Ethics prohibits various actions regarding contracts. For example, no public body member who has decision-making authority or influence over a City contract can have an interest in the contract, unless the member has complied with the disclosure and recusal rules. Further, members are not to appear before the City on behalf of other entities that hold a City contract, nor are they to solicit or accept employment from a contracting entity if it is related to the member’s action on a contract with that entity.

Gifts and Nepotism

The Code of Ethics, as well as state law, regulates the receipt of gifts. City officials and employees may not solicit or accept a present or future gift, favor, discount, service or other thing of value from a party to a City contract, or from a person seeking to influence an official action. There is an exception for the “occasional nonpecuniary gift” of \$15 or less, but this exception does not apply if the gift, no matter how small, may be associated with the official’s or employee’s official action, whether concerning a contract or some other matter. The gift ban also extends to independent contractors who may exercise official actions on behalf of the City.

The Code of Ethics also prohibits common forms of nepotism. For example, no officer, public body member, or employee shall be responsible for employment matters concerning a relative. Nor can he or she influence compensation paid to a relative, and a relative of a current officer, public body member or employee cannot be hired unless certain personnel rules are followed.

Other Ethics Rules of Interest

Like state law, Louisville’s Code of Ethics prohibits the use of non-public information for personal or private gain. It also prohibits acts of advantage or favoritism and, in that regard, prohibits special considerations, use of employee time for personal or private reasons, and use of City vehicles or equipment, except in same manner as available to any other person (or in manner that will substantially benefit City). The City also has a “revolving door” rule that prohibits its elected officials from becoming City employees either during their time in office or for two years after leaving office. These and other rules of conduct are found in Section 5-9 of the Code of Ethics.

Disclosure, Enforcement, and Advisory Opinions

The Code of Ethics requires that those holding or running for City Council file a financial disclosure statement with the City Clerk. The statement must include, among other information, the person’s employer and occupation, sources of income, and a list of business and property holdings.

The Code of Ethics provides fair and certain procedures for its enforcement. Complaints of violations may be filed with the City prosecutor; the complaint must be a detailed written and verified statement. If the complaint is against an elected or appointed official, it is forwarded to an independent judge who appoints a special, independent prosecutor for purposes of investigation and appropriate action. If against an employee, the City prosecutor will investigate the complaint and take appropriate action. In all cases, the person who is subject to the complaint is given the opportunity to provide information concerning the complaint.

Finally, the Code allows persons who are subject to the Code to request an advisory opinion if they are uncertain as to applicability of the Code to a particular situation, or as to the definition of terms used in the Code. Such requests are handled by an advisory judge, selected from a panel of independent, disinterested judges who have agreed to provide their services. This device allows persons who are subject to the Code to resolve uncertainty before acting, so that a proper course of conduct may be identified. Any person who requests and acts in accordance with an advisory opinion issued by an advisory judge is not subject to City penalty, unless material facts were omitted or misstated in the request. Advisory opinions are posted for public inspection; the advisory judge may order a delay in posting if the judge determines the delay is in the City’s best interest.

Citizens are encouraged to contact the City Manager’s Office with any questions about the City’s Code of Ethics. A copy of the Code is available at the City’s website (www.LouisvilleCO.gov) and also from the Offices of the City Manager and City Clerk.

Other Laws on Citizen Participation in Government

Preceding sections of this pamphlet describe Louisville's own practices intended to further citizen participation in government. Those practices are generally intended to further dissemination of information and participation in the governing process. Some other laws of interest regarding citizen participation include:

Initiative and Referendum

The right to petition for municipal legislation is reserved to the citizens by the Colorado Constitution and the City Charter. An initiative is a petition for legislation brought directly by the citizens; a referendum is a petition brought by the citizens to refer to the voters a piece of legislation that has been approved by the City Council. In addition to these two petitioning procedures, the City Council may refer matters directly to the voters in the absence of any petition. Initiative and referendum petitions must concern municipal legislation—as opposed to administrative or other non-legislative matters. By law the City Clerk is the official responsible for many of the activities related to a petition process, such as approval of the petition forms, review of the signed petitions, and consideration of protests and other matters. There are minimum signature requirements for petitions to be moved to the ballot; in Louisville, an initiative petition must be signed by at least five percent of the total number of registered electors. A referendum petition must be signed by at least two and one-half percent of the registered electors.

Public Hearings

In addition to the opportunity afforded at each regular City Council meeting to comment on items not on the agenda, most City Council actions provide opportunity for public comment through a public hearing process. For example, the City Charter provides that a public hearing shall be held on every ordinance before its adoption. This includes opportunities for public comment prior to initial City Council discussion of the ordinance, as well as after Council's initial discussion but before action. Many actions of the City are required to be taken by ordinance, and thus this device allows for citizen public hearing comments on matters ranging from zoning ordinances to ordinances establishing offenses that are subject to enforcement through the municipal court.

Additionally, federal, state, and/or local law requires a public hearing on a number of matters irrespective of whether an ordinance is involved. For example, a public hearing is held on the City budget, the City Comprehensive Plan and similar plans, and a variety of site-specific or person-specific activities, such as annexations of land into the city, rezonings, special use permits, variances, and new

liquor licenses. Anyone may provide comments during these hearings.

Public Records

Access to public records is an important aspect of citizen participation in government. Louisville follows the Colorado Open Records Act (CORA) and the additional public records provisions in the City Charter. In particular, the Charter promotes the liberal construction of public records law, so as to promote the prompt disclosure of City records to citizens at no cost or no greater cost than the actual costs to the City.

The City Clerk is the custodian of the City's public records, except for financial, personnel, and police records which are handled, respectively, by the Finance, Human Resources, and Police Departments. The City maintains a public policy on access to public records, which include a records request form, a statement of fees, and other guidelines. No fee is charged for the inspection of records. No fee is charged for locating or making records available for copying, except in cases of voluminous requests or dated records, or when the time spent in locating records exceeds two hours. No fees are charged for the first 25 copies requested or for electronic records.

Many records, particularly those related to agenda items for City Council and current Board and Commission meetings, are available directly on the City's website (www.LouisvilleCO.gov). In addition to posting agenda-related material, the City maintains communication files for the City Council and Planning Commission. These are available for public inspection at the City Clerk's Office, 749 Main Street.

CORA lists the categories of public records that are not generally open to public inspection. These include, for example, certain personnel records and information, financial and other information about users of city facilities, privileged information, medical records, letters of reference, and other items listed in detail in CORA. When public records are not made available, the custodian will specifically advise the requestor of the reason.

Citizens are encouraged to review the City's website (www.LouisvilleCo.gov) for information, and to contact the City with any questions regarding City records.

Public Involvement Policy

Public participation is an essential element of the City's representative form of government. To promote effective public participation City officials, advisory board members, staff and participants should all observe the following guiding principles, roles and responsibilities:

Guiding Principles for Public Involvement

Inclusive not Exclusive - Everyone's participation is

welcome. Anyone with a known interest in the issue will be identified, invited and encouraged to be involved early in the process.

Voluntary Participation - The process will seek the support of those participants willing to invest the time necessary to make it work.

Purpose Driven - The process will be clearly linked to when and how decisions are made. These links will be communicated to participants.

Time, Financial and Legal Constraints - The process will operate within an appropriate time frame and budget and observe existing legal and regulatory requirements.

Communication - The process and its progress will be communicated to participants and the community at-large using appropriate methods and technologies.

Adaptability - The process will be adaptable so that the level of public involvement is reflective of the magnitude of the issue and the needs of the participants.

Access to Information - The process will provide participants with timely access to all relevant information in an understandable and user-friendly way. Education and training requirements will be considered.

Access to Decision Making - The process will give participants the opportunity to influence decision making.

Respect for Diverse Interests - The process will foster respect for the diverse values, interests and knowledge of those involved.

Accountability - The process will reflect that participants are accountable to both their constituents and to the success of the process.

Evaluation - The success and results of the process will be measured and evaluated.

Roles and Responsibilities - City Council

City Council is ultimately responsible to all the citizens of Louisville and must weigh each of its decisions accordingly. Councilors are responsible to their local constituents under the ward system; however they must carefully consider the concerns expressed by all parties. Council must ultimately meet the needs of the entire community—including current and future generations—and act in the best interests of the City as a whole.

During its review and decision-making process, Council has an obligation to recognize the efforts and activities that have preceded its deliberations. Council should have regard for the public involvement processes that have been completed in support or opposition of projects.

Roles and Responsibilities - City Staff and Advisory Boards

The City should be designed and run to meet the needs and priorities of its citizens. Staff and advisory boards must ensure that the Guiding Principles direct their work. In addition to the responsibilities established by the Guiding

Principles, staff and advisory boards are responsible for:

- ensuring that decisions and recommendations reflect the needs and desires of the community as a whole;
- pursuing public involvement with a positive spirit because it helps clarify those needs and desires and also adds value to projects;
- fostering long-term relationships based on respect and trust in all public involvement activities;
- encouraging positive working partnerships;
- ensuring that no participant or group is marginalized or ignored;
- drawing out the silent majority, the voiceless and the disempowered; and being familiar with a variety of public involvement techniques and the strengths and weaknesses of various approaches.

All Participants

The public is also accountable for the public involvement process and for the results it produces. All parties (including Council, advisory boards, staff, proponents, opponents and the public) are responsible for:

- working within the process in a cooperative and civil manner;
- focusing on real issues and not on furthering personal agendas;
- balancing personal concerns with the needs of the community as a whole;
- having realistic expectations;
- participating openly, honestly and constructively, offering ideas, suggestions and alternatives;
- listening carefully and actively considering everyone's perspectives;
- identifying their concerns and issues early in the process;
- providing their names and contact information if they want direct feedback;
- remembering that no single voice is more important than all others, and that there are diverse opinions to be considered;
- making every effort to work within the project schedule and if this is not possible, discussing this with the proponent without delay;
- recognizing that process schedules may be constrained by external factors such as limited funding, broader project schedules or legislative requirements;
- accepting some responsibility for keeping themselves aware of current issues, making others aware of project activities and soliciting their involvement and input; and
- considering that the quality of the outcome and how that outcome is achieved are both important.

Updated December 2019

This pamphlet is prepared pursuant to the Home Rule Charter of the City of Louisville.

This is a compilation of Articles 4 and 5 of the Charter of the City of Louisville and is available at all times in the City Clerk's Office, 749 Main Street, Louisville, Colorado, and on the City's web site at www.LouisvilleCO.gov.

This pamphlet is also provided to every member of a public body (board or commission) at that body's first meeting each year.

SUBJECT: POSTING NOTICES OF PUBLIC MEETINGS

DATE: FEBRUARY 3, 2020

PRESENTED BY: MEGAN E. PIERCE, ECONOMIC VITALITY DIRECTOR

SUMMARY:

At the first meeting of 2020 BRaD is required to identify the locations for Posting Notices of Public Meetings (better known as meeting agendas). The following are the locations identified as the official posting locations for BRaD agendas:

- City Hall
- Recreation Center
- Library
- Police Department/Court Building
- City website (www.LouisvilleCO.gov)

RECOMMENDATION:

Staff recommends approving a motion to adopt the above locations as the official posting locations for BRaD agendas.

ATTACHMENTS:

None.

SUBJECT: LOCAL LICENSING AUTHORITY OVERVIEW

DATE: FEBRUARY 3, 2020

PRESENTED BY: MEGAN E. PIERCE, ECONOMIC VITALITY DIRECTOR

SUMMARY:

At the December 2, 2019 BRaD meeting, the Committee had a short dialogue about the City of Louisville's Local Licensing Authority. The Committee had questions about the processes and what potential impacts the Authority has on local businesses.

The Local Licensing Authority is a quasi-judicial board; there are five members and one associate who are appointed by the City Council and serve four-year terms. They meet on the fourth Monday of each month at City Hall. The stated purpose of the Authority is: "The Local Licensing Authority reviews new and renewal applications for liquor licenses as well as medical and retail marijuana licenses, conducts public hearings on new licenses, reviews alleged violations of state and local regulations, and, if necessary, conducts show cause hearings."

City Clerk Meredyth Muth will be present at the February 3 meeting to give an overview of the Local Licensing Authority and help to answer questions from the Committee.

RECOMMENDATION:

Hear overview presented by City Staff.

ATTACHMENTS:

None.

**SUBJECT: BUSINESS RETENTION REPORT AND RETENTION VISIT
STRUCTURE**

DATE: FEBRUARY 3, 2020

PRESENTED BY: MEGAN E. PIERCE, ECONOMIC VITALITY DIRECTOR

SUMMARY:

The BRaD Committee has conducted two retention visits since the December 2, 2019 meeting, including Solid Power and Crystal Springs Brewing Company. Staff has established a survey tool in order to enter and track the information gathered at retention visits. Survey summaries for both businesses are attached to this report for the Committee's review.

BRaD should also discuss what additional visits the Committee may wish to pursue for the remainder of Q1 2020. Going forward, we will seek to plan and schedule visits on a quarterly basis, so please also plan to bring ideas and feedback for Q2 2020 visits to the March meeting. It would also be helpful if we can review the best days and times on which staff should seek to schedule retention visits.

In addition to planning further ahead for visits, it is important we discuss and concur on the structure of visits. We want our visits to be professional and consistent, so that businesses are prepared for the discussion and so that they share a positive message with others about our purpose. Based on feedback about how visits were structured in the past, the Committee should consider the following to formalize its retention visit structure:

- Agree to in advance who specifically will attend the visit. For small businesses, the number of BRaD members should be limited to two participants. We want to be able to clearly communicate the number of people participating and have enough representation, but not too much as it could overwhelm the owner or space.
- Keep visits to a one-hour commitment. To help with business expectations, we should plan to spend no more than one-hour at a location, unless the business owner specifically asks for more time. This will also assist BRaD members in participating and fitting it into their schedules.
- Incorporate both an interview (Q&A) and a tour into the one-hour visit. The Economic Vitality Director will schedule and communicate expectations to the business ahead of time and request a specific Q&A period as well as more general tour of space and description of business.
- Someone from the Committee should lead the Q&A with an introduction that includes the BRaD Committee's purpose and the City's relevant business programs. This should be something like a 5-minute "elevator speech."

SUBJECT: BUSINESS RETENTION REPORT AND RETENTION VISIT STRUCTURE**DATE: FEBRUARY 3, 2020****PAGE 2 OF 2**

- Conduct the Q&A based on the agreed-to questions for the BRaD Committee. Last year, BRaD agreed the following questions would be used at all retention visits. These have also been incorporated into the survey document for tracking. We may want to assign specific participants to ask the questions and make sure follow-up is directly focused on issues raised by the business.
 - Generally speaking, how are things going for your business?
 - What are the challenges facing you today and going forward?
 - What can the City of Louisville or the BRaD Committee do to be helpful?
 - What other questions or concerns do you have?
- We may also wish to consider developing a packet of information about Louisville, including programs, special events, business organizations, etc. to have as a leave behind.

At the end of the year, BRaD can prepare a report on the significant themes and issues from the retention visits that can then be provided to City Council.

RECOMMENDATION:

Discuss Q1 retention visits and program structure.

ATTACHMENTS:

- Retention Reports for Solid Power and Crystal Springs Brewing Company

#3

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Tuesday, December 17, 2019 6:13:14 PM
Last Modified: Tuesday, December 17, 2019 6:31:21 PM
Time Spent: 00:18:07
IP Address: 199.127.132.134

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Q1 Business Name & Address:

Company	Solid Power
Address	486 S. Pierce Avenue
Address 2	Suite E
City/Town	Louisville
State/Province	CO
ZIP/Postal Code	80027
Website	www.solidpowerbattery.com
Phone Number	303-717-5714

Q2 Retention Interview Date:	Date	12/17/2019
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Q3 Interview Conducted By:Megan Pierce, Heather Balser, and Mark Oberholzer

Q4 Person Interviewed:

Name/Title	Dave Jansen (President), Katrina Alscher (Facility Manager), and Steve Fuhrman (CFO)
Email Address	dave.jansen@solidpowerbattery.com
Phone Number	303-717-5714

Q5 Length of Time @ Current Location:

Years	~ 3 years
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Q6 Type of Business	Manufacturing
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CoL Business Retention

Q7 Space Type:

Lease

Q8 Length of Lease/Ownership:

~ 3 years

Q9 Landlord or Property Owner:

Respondent skipped this question

Q10 Number of Employees:

Full-time

~50, 40 professional engineers or scientists

Q11 Description of Business:

Solid Power produces all solid state batteries, which are higher energy and safer alternatives to the conventional lithium ion battery. They are currently very focused on the application to the auto market, since this is the largest market share. There are other niche markets which have application. By 2030, it is anticipated that 1/3 of vehicles will be electrified. They do a lot of R&D and proof of concept work, because they must test and demonstrate performance for their investors.

They were a tech spin out business from CU in 2012. In 2016, they started getting inquiries from the auto industry and did Series A round of investing. Their Intellectual Property comes from CU and Oak Ridge National Laboratory, but now also have own IP portfolio.

Q12 *Generally speaking, how are things going for your business?

Solid Power feels that if they are successful, their processes could really change the dynamic of the auto industry as related to electric vehicles. They continue to grow. In 2017, they moved into their 20K SQ FT space, and now are in the process of growing into sublease of additional 10K SQ FT. Their testing process is very time intensive (machinery is also physically large and they need clean labs), and so they need to create more space for the various processes to occur. They anticipate adding 10-15 additional staff in 2020.

After another round of financing, they believe they will be ready for a new facility where they can perform more prototypes for auto clients.

Q13 Business Trade Area or Market:

Battery market for auto industry

Q14 *What are the challenges facing you today and going forward?

Right now workforce needs are met, but recruiting people with the specific technical skill set may be a challenge going forward.

They are also concerned about cost of doing business, because their growth will involve more manufacturing and sales to the auto industry, where margins are very tight.

CoL Business Retention

Q15 *What can the City of Louisville or the BRaD Committee do to be helpful?

In response to their questions, we discussed the structure of the Business Assistance Program and its potential application to their planned growth, including building permit and construction use tax rebates as well as consumer use tax rebates.

In addition, we talked about traffic concerns and the regional transportation network and how that will support CTC. We also discussed how Solid Power and other CTC businesses might become better connected with Downtown. Solid Power sees the Louisville community as an asset and want to promote that to their staff and potential recruits.

Q16 *What other questions or concerns do you have?

Solid Power feels the City was unprepared for the amount of growth in CTC when they were going through their permitting process several years ago. They indicated there was 8 weeks of review time where they did not know what was going on. They said subsequent permit work has not been as intensive, but there still seems to be some lack of communication. They felt in their original process the City was also operating from outdated design standards.

Recently, in their expansion to the subleased space, they had a stop work order over electrical inspection work. Mark shared about at risk application and the third party inspection options.

Q17 What do you think the City of Louisville is doing well for the business community?

They were pleased to learn about various options and also glad to have an ombudsman contact for questions and concerns going forward.

Q18 Are you planning to expand or remodel?

Yes

#6

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Friday, January 10, 2020 3:44:14 PM
Last Modified: Friday, January 10, 2020 4:03:25 PM
Time Spent: 00:19:11
IP Address: 199.127.132.134

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Q1 Business Name & Address:

Company	Crystal Springs Brewing Company
Address	657 South Taylor Avenue, Unit E
Address 2	604 Main Street
City/Town	Louisville
State/Province	CO
ZIP/Postal Code	80027
Website	www.crystalspringsbrewing.com
Phone Number	720-572-7975

Q2 Retention Interview Date:	Date	01/10/2020
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Q3 Interview Conducted By:Megan, Todd, Jim, Barbara, Amy and Mark

Q4 Person Interviewed:

Name/Title	Tom Horst
CEO Name/Title	Owner
Email Address	tom@crystalspringsbrewing.com

Q5 Length of Time @ Current Location:

Years	7 years
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Q6 Type of Business

Other (please specify):
Brewing

Q7 Space Type:**Own****Q8 Length of Lease/Ownership:**

Bought May 2013; opened in August 2013. 3,200 SF

Q9 Landlord or Property Owner:**Respondent skipped this question****Q10 Number of Employees:****Respondent skipped this question****Q11 Description of Business:**

Crystal Springs Brewing started as a home occupation, brewing in their garage. They still have a small 2-barrel system there. That business started in 2010. By 2012, they knew they needed more space. They bought the space in CTC in 2013 and quickly added a 15-barrel system and now have four fermentation tanks. They did a demographic study and also had family ties to Louisville so knew this would be a good location. In 2015, they started leasing the space for the downtown taproom.

Q12 *Generally speaking, how are things going for your business?

Tom states that they have fallen in love with the people of Louisville, but not the City. While their space at CTC works well for deliveries, they have reached capacity. Also, business there is not good on the weekends. They actually close on weekends during winter @ CTC. He indicated CSB has great relationships with the other breweries in Louisville and that they find lots of opportunities for collaboration.

Q13 Business Trade Area or Market:

Brewing

Q14 *What are the challenges facing you today and going forward?

Obtaining space that accommodates or already has cold storage. CSB also rents cold storage space in Denver. Transportation is very important. Tom emphasized an RTD stop for CTC would be critical, but he understands this depends on an entrance from 96th Street. He stated Louisville's use tax was prohibitive because of the expensive capital needed to start a brewery. He said he bought much of it used but was still assessed a tax to bring it to the city.

Q15 *What can the City of Louisville or the BRaD Committee do to be helpful?

Tom said a little bit of help goes a long way for a small business. He said it is not just him that feels that businesses do not get a lot of support from the City. He said the City needs to do more to promote downtown. Tom stated that there is also room for improvement with downtown special events, such as the Taste of Louisville. He indicated that he is serving on the DBA and this is one of the areas he wants to focus on. He mentioned also the idea of the DBA to start a downtown business gift card program. He summarized it saying, "People who live around downtown know they have a gem, but no one else does."

Q16 *What other questions or concerns do you have?

Tom specifically stated he was getting offers from Superior and Broomfield to locate his business there. He mentioned that Bootstrap Brewing went to Longmont and that they got "all kinds of assistance."

Tom had concerns about both his building and permitting processes. In 2013, he was allowed to self perform the deconstruction but was not allowed to do that in the downtown space. He also gave the example of an electrical inspection where he was told the wires were too long for the boxes and it caused a two week delay. From his 2015 process, he said he has heard things have improved, but that at the time it cost him a lot of money. They had projected to open in August and were not able to open until October. He said the process to get the beer garden was an 8-10 month process with the City.

Tom was also frustrated with the Business Assistance Program. He said he was denied because he had already applied for a liquor license, though he had not signed a lease. He also had the impression the City Council just did not want any more restaurants downtown, even though his operation is a taproom.

Q17 What do you think the City of Louisville is doing well for the business community?

Likes participation in the special events and the sense of community. Has a loyal customer base.

Q18 Are you planning to expand or remodel?

No

SUBJECT: 2020 BRaD MEETING WORK PLAN

DATE: FEBRUARY 3, 2020

PRESENTED BY: MEGAN E. PIERCE, ECONOMIC VITALITY DIRECTOR

SUMMARY:

In the past, the BRaD Committee has maintained a list of topical items to address at its monthly meetings. Staff has prepared this as a draft Meeting Work Plan for the Committee to consider for calendar year 2020.

Meetings for the first Monday of each month throughout the year have been listed. Staff has started to populate the meetings with some items recently discussed or that are typically done in conjunction with BRaD.

RECOMMENDATION:

Review and provide recommendations for the 2020 Meeting Work Plan draft.

ATTACHMENTS:

- 2020 Meeting Work Plan (topics by month)

**Business Retention and Development Committee
2020 Meeting Work Plan**

Meeting Date	Topic	Notes
January 6, 2020	N/A	Canceled
February 3, 2020	• Plan Spring Business Forum	
	• Local Licensing Authority Overview	
March 2, 2020	• Determine Q2 Retention Visits	
	• Discuss Business Satisfaction Survey	Last conducted 2017
April 6, 2020	• Prepare for Annual Council Dinner	April 28, 2020 @ 5:30 PM
	• Review Cost of Development Scorecard	
May 4, 2020	• Discuss Economic Vitality Strategy	
	• PACE Programs/Green Biz Program	
June 1, 2020	• Determine Q3 Retention Visits	
	• Provide Input for Business Resource Guide	
July 6, 2020	• Plan Fall Business Forum	
August 3, 2020	• TBD	
September 7, 2020	• Determine Q4 Retention Visits	
October 5, 2020	• TBD	

**Business Retention and Development Committee
2020 Meeting Work Plan**

Meeting Date	Topic	Notes
November 2, 2020	• TBD	
December 7, 2020	• TBD	

SUBJECT: DISCUSSION- 2020 BUSINESS FORUM

DATE: FEBRUARY 3, 2020

PRESENTED BY: MEGAN E. PIERCE, ECONOMIC VITALITY DIRECTOR

SUMMARY:

In 2018, both a spring and fall Business Forum were held. In 2019, the Louisville Business Forum was held on June 13; it featured a presentation by Dr. Rich Wobbekind on the 2019 Colorado Economic Outlook.

BRaD has previously discussed hosting a spring Business Forum in 2020 with the theme of “Meet the City Council.” At the February meeting, we should determine a date and location for the Forum, as well as review the format and planned discussion.

RECOMMENDATION:

Discuss planning items for the 2020 Business Forum.

ATTACHMENTS:

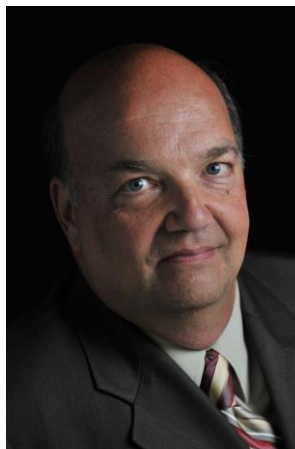
- 2019 Louisville Business Forum Flyer



JUNE 13, 2019 – 8 AM LOUISVILLE BUSINESS FORUM

2019 Economic Outlook by Dr. Rich Wobbekind

We are proud to have Dr. Rich Wobbekind, Executive Director of the Business Research Division of the Leeds School of Business, present their 2019 Colorado Economic Outlook. Dr. Wobbekind will be discussing with us the economic trends in the nation, Colorado and our local area with up to date data, analysis, and commentary.



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Agenda

**8:00 AM – Light
Breakfast and
Networking
Sponsored by
FirstBank**

**8:30 AM -
Presentation**

**9:15 – Forum
Discussion**

**9:30 – Wrap Up and
Networking**

LOCATION

Louisville Recreation
Center
900 Via Appia Way
Louisville, CO 80027